

Acting Director of Training

12 October 1960

C/JOTP/TR

**JOT Problem: Appropriate Handling of Different Types of Junior Professionals**

1. The success of the JOT Program to date is derived in large part from the fact that the JOT's we have recruited and trained have shown themselves to be very able, ambitious, flexible young people who have potential for high-class performance where originality and personal drive are strongly contributing factors. It is no coincidence that the jobs to which they have been assigned have given them opportunity to demonstrate these assets and in turn to be recognized by their supervisors for their worth. It is now important for the Agency to recognize that not all positions in the so-called professional categories as set up today are of such a nature that the typical JOT can be appropriately assigned to them. To do so would not only be a waste of effective manpower but also would result in the resignation of the ambitious, capable individual. Such jobs are most capably filled by the semi-professional type who is content to progress at the routine rate.

2. In proposing a program for recruiting and training young people to fill nearly all of the professional needs of the Agency, it is vitally important to recognize that JOT types are young people who can obtain jobs outside of the Agency; furthermore, that they are indeed conducting an experiment with their lives to determine whether or not they will continue in Agency employment. They are at the period in their lives when they can afford to spend two, three or four years in carrying out this experiment; however, by the end of that time they will and should be expected to consider seriously whether working with us will give them the satisfactions which will lead them to decide to make a career in CIA. If this fact is not recognized in formulating our procedures, we cannot expect to retain the services of the first-rate people we have recruited. The career outlook must challenge their interests and abilities. It is therefore on this fundamental concept of good personnel management that we must concentrate in continuing our Program or devising a new one.

3. At the recent "go-round" in the DDP at which some 87 GS-9's were recommended by their divisions for promotion to GS-10, 13 individuals were approved by the C Panel. Of these, four were

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JOT's. It is my understanding that all types of so-called professionals were included in the group that was nominated--junior case officers (including JOT's), administrative assistants, semi-professionals, specialists, and so on. I am told by the "underground" that an appreciable number of JOT's who had been in grade for considerably more than the minimum time are beginning to wonder whether or not they can afford to remain in the Agency.

4. It is high time that the Agency differentiate between various types of jobs in terms of the kinds of people who can best and most appropriately fill them. We should not think of the present JOT Program with its standards and course content as the solution to the overall problem. No one can be all things to all men.

5. I propose that action be taken to recognize the differences among professional jobs and the kinds and numbers of people to be recruited and trained for them. Broadly speaking there would be:

- a. The JOT type as it is now generally accepted;
- b. Specialists such as economists for ORR, scientists for OSI, ELINT and COMMO, specially trained individuals in budget, logistics, editorial work, etc.;
- c. Semi-professionals for the routine type work that must be done and that does not require a high degree of imagination or drive or flexibility;

6. I propose that:

- a. JOT's be recruited and trained along present lines;
- b. The experts recruit specialists according to the needs of their components and that the Office of Training devise courses adapted to the particular need of the individual after the orientation course. ORR would select its economists, OSI its scientists, COMMO its scientists, Budget its specialists in finance, OSI its editors--all at the going salary of the position to be filled (which is often out of line with ordinary JOT recruitment). These specialists would enter on duty with the specific understanding that they would be assigned after training to the component which recruited them, and be under whatever promotion policy that component had established;
- c. The JOT reject, the semi-professional type whose prognosis for outstanding achievement is not high, also be employed

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and given orientation training of some sort. He would have the clear understanding that, upon demonstrated quality of performance, he could be given advanced training or moved into the JOT Program. Similarly, the JOT candidate would enter on duty with the stipulation that should he not perform up to expectations, he in turn would be transferred to the semi-professional type position.

7. The advantages to such an approach are:

a. That the JOT Program, with whatever modifications seem necessary, would retain its integrity;

b. The experts would recruit specialists according to the specific needs and requirements about which they know more than anyone else, not only because of their expertise but also the need-to-know principle;

c. The specialists would receive training appropriate to their needs and in line with the desires of the division chiefs under whom they work, both as to length of training and its content;

d. The candidate not selected for the JOT Program would have the opportunity to prove his worth rather than to be rejected, thus facilitating and giving flexibility to the recruitment process;

e. A procedure would be set up during the orientation phase where selection for various categories of work would be based on performance of the individual, thus adding to the spirit of competition that would develop during this period and provide opportunity for the individual to demonstrate his true abilities (which indeed may not have been accurately assessed during recruitment).

8. There are a good many details which would have to be worked out in implementing such a plan but the fundamental concept of appropriate training and placement of the individual would be followed. It is this which has contributed largely to the success of the JOT Program and which should not be violated without careful consideration.



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